FEBRUARY 2015

COMMENTARY AND ANALYSIS BY:

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THE FORESEE E-GOVERNMENT SATISFACTION INDEX (Q4 2014)

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ABOUT THIS REPORT

The ForeSee E-Government Satisfaction Index is a comprehensive reflection of the citizen experience with federal government websites, and it serves as a critical checkpoint for evaluating the success and performance of the federal government's online initiatives. More than 220,000 responses were collected across the federal government websites for the quarter measured in this Index. This demonstrates that citizens are willing to share their voices to help agencies and departments improve. The use of the ForeSee methodology and technology then enables agency leaders to determine which website and mobile site and app improvements will have the greatest impact on future usage and recommendations.

CALLING ALL CUSTOMER EXPERIENCE PROFESSIONALS

If you're asking *who* is a customer experience professional, the answer is *anyone* who is part of a team or program charged with delivering a great web experience, a positive interaction with citizens calling your contact center, an answer and a smile after someone waited in line. It's also the developer who writes lines of code with the objective of allowing customers to access relevant, up-to-date information 24/7/365 from any device anywhere, anytime. Citizens and other stakeholders, who I will collectively refer to as *customers* for this report, are multichannel (website, mobile, contact center, in-location, social media, email campaign subscriber), multi-device consumers of information.

Why do I bring this up when delivering a commentary on the state of e-government? Because customers don't see federal government departments, agencies and programs as the "web team," the "contact center team" or the "office of communications." Rather, they see you as the Social Security Administration, the Department of Education or the Office of Personnel Management, and they don't care about the internal challenges you have. They see you as one entity. One voice. And, they *expect* a consistent message and for you to be available to them anytime, from anywhere, on any device. Your customers are on a journey, and you need to gauge how you are delivering on those high expectations every step of the way.

Delivering a great customer experience is not a private-sector or public-sector thing. Every day my team and I are asked, "What are world-class organizations doing to meet the high demands of customers?" The answer is not always crystal clear. We work with great brands in the private sector from Nordstrom and Target to AT&T, 3M, Disney and Adidas, all of whom are delivering great multichannel customer experiences. In federal government, guidelines are issued through executive orders, with the Office of Management and Budget rolling out cross-agency priority goals. But at the end of the day, it "takes a village" to deliver a great customer experience. So, where do you start?

Recently, I had the opportunity to share some best practices with leadership at the U.S. Government Accountability Office (GAO), successful practices that can be rolled out at any department, agency or program. The following is an abbreviated version of what was discussed.

7 STEPS TO A SUCCESSFUL CUSTOMER SERVICE EFFORT

1. Identify Who Your Customers Are

This is probably easier *said* than *done*. When you take this first step, keep these things in mind:

» Identify both internal and external customers. While many of you serve citizens, others have customers that are government employees, as well.

» Understand the demographics of those you serve. Male, female, individuals or families, the young and the old. Get smarter about those you serve. Can you develop personas?

» How frequently are they interacting with your organization? Are they first-time visitors? Frequent visitors?

» Understand their intentions. Are they coming to download information, or are they just doing research?

» Successfully manage their expectations. Are certain segments of visitors coming to the right place when they come to your site or call your contact center?

» Diagnose your strengths, weaknesses and opportunities by audience segments.

2. Actively Listen to Your Customers

When we serve, we also say we are listening. But are we taking action to truly meet the needs of our customers?

» Find out *what* your customers want and *how* they want it. Is the information or material better accessed online via desktop, tablet or mobile? Should you be delivering in-person, or over the phone?

» Allow customers to provide their feedback at every channel.

» Follow up on complaints and requests. Do you have a "contact us" page on your website? Is someone in charge of following up?

» Provide expanded dialogue opportunities. Give customers a way to share great experiences through other channels, like social media (Facebook, Twitter, etc.).

» Train agents on active-listening skills.

» Senior leaders need to interact with customers outside the beltway. Many of your customers reside in other states or other countries. Address their unique concerns.

3. Follow Your Customer's Journey

It's important to understand the different ways people interact with the services you provide. Whether online or offline, every interaction should move them closer to their goal.

» Address the entire experience from start to finish. Outline different paths people can take to get what they are looking for, both online and offline.

» Remember, you are serving a multichannel, multi-device consumer of information.

» Understand how one channel influences another. Does a great mobile experience contribute to the customer getting enhanced, richer content when s/he moves to the desktop? Can we reduce the cost to serve if a customer self-serves via digital rather than calling the contact center?

4. Establish Customer Service Standards

What are you going to do? How long will it take?

» Clearly define your service standards. Success *requires* definition!

» Incorporate performance goals and objectives. What are you trying to achieve?

» Set standards by customer touch points. *Turnaround time will be five to seven business days. Call wait time will be less than two minutes.* Set standards with a focus on timeliness and accuracy. Only 100 percent is acceptable. "We got most of your order right" usually doesn't fly.

» Publish standards to staff, partners and customers. Be transparent and make sure everyone is on the same page.

» Align all standards to agency objectives.

5. Gain Internal Adoption

Remember, it takes a village!

» Identify the primary customer experience champion. It can be a team, but it can also be *you*. Success will happen when the initiative is *owned*!

» Formally educate the leader. Don't just send out an email. Get the right leaders in the room and outline the plan. Focus on outcomes.

» Gain executive sponsorship and buy-in. Initiatives won't go far if leaders aren't on board.

» Host education sessions for working teams. Be inclusive.

» Document, document, document!

» Establish continuous collaboration. Discuss timelines and next steps, and make it happen.

6. Measure

You may have heard it from us before, but you cannot manage what you do not measure!

» Integrate quantitative and qualitative metrics. Just having people download an app or spend 10 minutes on your site doesn't mean it was a good experience.

» Measure performance against your established goals and objectives.

» Measure in each channel, the customer journey from one channel to another, and also the overall perception stakeholders have of your organization.

» Leverage a standardized system of measurement. If everyone is doing their own thing, how do you know who is delivering high performance?

» Measure satisfaction and the drivers of satisfaction. The more you can satisfy, the more likely your constituents will do the things you want them to do.

» Establish baselines and benchmarks. If you are measuring, great. If not, start!

7. Champion Customer Experience Insights into Action

If you are the customer experience leader or part of the team, this is for you.

» Identify and prioritize key segments and opportunities. Invest resources and dollars in priorities first.

» Communicate, or better yet co-create, proposed strategy. Gather influencers along the way. It will help you execute on objectives.

» Assemble your team. Break down the silos. Get stakeholders from all areas of the organization.

» Create a task force. At the end of the day, small groups get things done. For targeted initiatives, get a small group together and empower them to execute the plan.

» Develop a "shared vision" of success. How does improving the customer experience drive success for all involved?

» Communicate results and make it clear on where you compare.

» Go bigger and long term. Often a customer experience strategy can start small, but develop a plan to integrate throughout the organization and make it a part of the overall "organizational DNA."

E-GOVERNMENT REMAINS STRONG

This is the 46th consecutive quarter that ForeSee has reported on the state of e-government, and for years we've been saying that this is the way citizens want to get information from their government. Availability and consistency of data—and now access from any device—are expectations citizens have of agency leaders.

In this report, we reveal scores for 100 federal government websites. They are all measured with one consistent yardstick and leverage a methodology that is credible, reliable, accurate, precise and predictive of future behaviors, and that delivers the answer to the question, *What do we do to improve?*

ForeSee measures satisfaction on a 0-100 scale, with scores 80 and above recognized as the threshold of excellence (highly satisfied visitors) and scores below 70 revealing much room for improvement (dissatisfied visitors). ForeSee customers have the ability to compare how they are doing relative to their peers and, most important, how their channels are performing over time.

For Q4 2014, the ForeSee E-Government Satisfaction Index increased slightly to 75.1, up from 75 for Q3 2014. While it's great to be moving up, remember that expectations are higher than ever. Here are some additional observations:

» People will give their opinion. More than 220,000 responses were collected during the quarter. Many people have asked me about the *American Customer Satisfaction Index (ACSI*) Federal Government Report* released in January and how this report compares to those findings. The data collected for the ForeSee e-government report is acquired directly from visitors who are randomly selected and asked for their opinion immediately following a visit to a web or mobile site, versus 1,772 users contacted via phone, some of whom may have used the organization's website.

» Average citizen satisfaction with e-government (75.1) outperforms citizen satisfaction with overall government (64.4, according to the *ACSI Federal Government Report 2014*).

» We love to highlight the sites with stellar performance. Once again Social Security Administration leads the pack, with Extra Help with Medicare Prescription Drug Plan Costs (socialsecurity.gov/i1020) coming in with a 90 for the quarter.

» SSA is not the only organization with high performance. Thirty-one sites achieved an "excellent" rating (80 or above).

» Just in time for tax season, Treasury's IRS main website was the top gainer, up 15 points for the quarter!

Why does satisfaction matter? If agencies can deliver a satisfactory experience, the likelihood of desired outcomes is increased. For example, for this quarter's index, highly satisfied website visitors were 83% more likely to use the website as a primary resource (versus a more costly channel like the contact center) and 80% more likely to put their trust behind the agency. For mobile, those who were highly satisfied with their experience were 85% more likely to return to the site or app and a whopping 118% more likely to recommend the site or app!

If you're responsible for the digital channel, you're probably interested in what's driving satisfaction. Navigation, search and functionality are top drivers of satisfaction in this quarter's index, followed closely by online transparency. It's important to note that online transparency (providing thorough, easy-to-find information on a site) has been proven to be a driver of increased trust in the agency. Each site is different, so it's key to prioritize improvements that will have the greatest impact on satisfaction for your site in order to drive the outcomes your organization desires.

Thank you for taking the time to review the ForeSee E-Government Satisfaction Index (Q4 2014). At ForeSee, we continue to be committed to federal government organizations in their continued efforts to deliver customer service excellence.

Best,

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ForeSee, an Answers solution
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HOW E-GOVERNMENT IS PERFORMING OVERALL

ForeSee has been measuring e-government since the third quarter of 2003, when the average score was 70. The lowest the score has been during this time is 69, which occurred in the fourth quarter of 2003.

Figure 1 provides a summary of e-government customer experience performance for the most recent 12 months, as measured by the ForeSee Satisfaction Index.

FIGURE 1

	Q4 2014	Q3 2014	Q2 2014	Q1 2014
Number of Sites Measured	100	105	103	104
Number of Responses Collected	221,250	273,000	234,600	268,000
Average E-Government Satisfaction Score (Out of 100)	75.1	75	74.8	74.5
Highest Satisfaction Score	90	90	90	90
Lowest Satisfaction Score	56	54	52	55
Number of E-Government Sites Achieving "Excellent" Rating (80 or Higher)	31 (31%)	33 (31%)	34 (33%)	32 (31%)
Number of E-Government Sites Rated 69 or Below	21 (21%)	22 (21%)	23 (22%)	31 (30%)

FORESEE by Answers

Figure 2 displays scores for all participating federal websites in the ForeSee E-Government Satisfaction Index this quarter. The agencies whose Satisfaction scores are noted in blue text represent those that have reached or exceeded a score of 80, the threshold for excellence in this study. Later pages of this report show scores by category.

FIGURE 2

Q4 2014 E-Government Satisfaction Scores		
Department	Website	Satisfaction
SSA	Extra Help with Medicare Prescription Drug Plan Costs—socialsecurity.gov/i1020	90
SSA	SSA Retirement Estimator—ssa.gov/estimator	89
HHS	NIH - Senior Health—nihseniorhealth.gov	88
SSA	Social Security Business Services Online—ssa.gov/bso/bsowelcome.htm	88
SSA	SSA - my Social Security	88
SSA	SSA iClaim—socialsecurity.gov/applyonline	88
HHS	MedlinePlus—medlineplus.gov	87
HHS	MedlinePlus en español—medlineplus.gov/esp	87
DHS	U.S. Citizenship and Immigration Services Español—uscis.gov/portal/site/uscis-es	87

Q4 2014 E-Government Satisfaction Scores *(continued from page 8)*

Department	Website	Satisfaction
Boards, Commissions, and Committees	American Battle Monuments Commission—abmc.gov	85
HHS	NIAMS public website—niams.nih.gov	84
CIA	Recruitment website—cia.gov/careers	84
NIH	Alzheimer's Disease Education and Referral Center—nia.nih.gov/alzheimers	83
HHS	CDC main website—cdc.gov	83
HHS	National Cancer Institute Site en Español—cancer.gov/espanol	83
NIH	National Institute on Aging - Go4Life—go4life.nia.nih.gov/	83
SEC	U.S. Securities and Exchange Commission—investor.gov	83
DOD	DoD Navy—navy.mil	82
FTC	FTC OnGuardOnline—onguardonline.gov	82
HHS	National Cancer Institute main website—cancer.gov	82
DOC	National Geodetic Survey, National Oceanic and Atmospheric Administration website—ngs.noaa.gov	82
HHS	National Library of Medicine Genetics Home Reference website—ghr.nlm.nih.gov/	82
HHS	SAMHSA Store—store.samhsa.gov	82
SSA	Social Security Internet Disability Report—ssa.gov/applyfordisability	82
DHS	U.S. Citizenship and Immigration Services Resource Center—uscis.gov/portal/site/uscis/citizenship	82
DOD	DoD Air Force—af.mil	81
DOI	National Park Service main website—nps.gov	81
HHS	NIDDK—www2.niddk.nih.gov	81
PBGC	MyPAA—https://egov.pbgc.gov/mypaa	80
NASA	NASA main website—nasa.gov	80
HHS	National Women's Health Information Center (NWHIC) main website—womenshealth.gov	80
DOJ	FBI main website—fbi.gov	79
DOJ	National Institute of Justice—nij.gov	79
DOS	Recruitment website—careers.state.gov	79
HHS	HHS Healthy People—Healthypeople.gov	78
HHS	National Institute of Dental and Craniofacial Research—nidcr.nih.gov	78
HHS	U.S. Food and Drug Administration main website—fda.gov	78
HHS	Agency for Healthcare Research and Quality—ahrq.gov	77
DOS	Department of State blog website—blogs.state.gov	77
HHS	National Library of Medicine main website—nlm.nih.gov	77
DOJ	Office of Justice Programs—crimesolutions.gov	77
DOI	U.S. Geological Survey—usgs.gov	77
PBGC	U.S. PBGC main website—pbgc.gov	77
DOL	Bureau of Labor Statistics—bls.gov	76

Agencies Scoring 80+

Q4 2014 E-Government Satisfaction Scores (continued from page 9)

Department	Website	Satisfaction
DOT	Federal Aviation Administration—faa.gov	76
DOD	DoD Marines—marines.mil	75
Treasury	Making Home Affordable—makinghomeaffordable.gov	75
PBGC	MyPBA—https://egov.pbgc.gov/mypba	75
HHS	National Institute of Allergy and Infectious Diseases—www3.niaid.nih.gov	75
DOJ	Office of Juvenile Justice and Delinquency Prevention—ojjdp.gov	75
USDA	Recreation One-Stop—recreation.gov	75
SBA	SBA main website—sba.gov	75
SSA	Social Security Online main website—socialsecurity.gov	75
SSA	SSA iAppeals - Disability Appeal—ssa.gov	75
NRC	U.S. Nuclear Regulatory Commission website—nrc.gov	75
DOS	Bureau of Consular Affairs—travel.state.gov	74
DOD	Department of Defense portal—defense.gov	74
GAO	GAO main public website—gao.gov	74
NIST	National Institute for Standards and Technology main website—nist.gov	74
OPM	Recruitment website—usajobs.gov	74
USDA	ERS main website—ers.usda.gov	73
FTC	FTC main website—ftc.gov	73
HHS	Health Resources and Services Administration main website—hrsa.gov	73
HHS	HHS National Health Information Center—Healthfinder.gov	73
DHS	U.S. Citizenship and Immigration Services—uscis.gov/e-verify	73
DOT	U.S. Department of Transportation—fhwa.dot.gov	73
FDIC	FDIC main website—fdic.gov	72
FTC	FTC Complaint Assistant website—ftccomplaintassistant.gov	72
Treasury	IRS main website—irs.gov	72
DOS	Department of State main website—state.gov	71
DOJ	National Criminal Justice Reference Service—ncjrs.gov	71
DHS	U.S. Citizenship and Immigration Services—uscis.gov/portal/site/uscis	71
SEC	U.S. Securities and Exchange Commission—sec.gov	71
FDIC	FDIC Applications—www2.fdic.gov	70
USDA	FSIS main website—fsis.usda.gov	70
GSA	GSA main website—gsa.gov	70
ITC	U.S. International Trade Commission main website—usitc.gov	70
Treasury	U.S. Mint Online Catalog and main website—usmint.gov	70
Treasury	USTTB website—ttb.gov	70

Q4 2014 E-Government Satisfaction Scores *(continued from page 10)*

Department	Website	Satisfaction
DOC	BEA main website—bea.gov	69
DOT	DOT Research and Innovative Technology Administration website—rita.dot.gov	69
GSA	GSA Auctions—gsaauctions.gov	68
HHS	SAMHSA website—samhsa.gov	68
DOC	U.S. Census Bureau main website—census.gov	68
DOE	U.S. Department of Education—ed.gov	68
EPA	U.S. Environmental Protection Agency—epa.gov	68
NARA	NARA main public website—archives.gov	67
USDA	NRCS website—nrcs.usda.gov	67
DOJ	Office of Justice Programs—ojp.gov	66
DOC	U.S. Patent and Trade Office—uspto.gov	66
DOT	Federal Railroad Administration main website—fra.dot.gov	65
USDA	Forest Service main website—fs.usda.gov	64
Treasury	Treasury main website—treasury.gov	64
DOJ	Bureau of Justice Statistics—bjs.gov	63
DOD	TRICARE—tricare.mil	61
HHS	HHS—grants.gov	60
Treasury	TreasuryDirect—treasurydirect.gov	60
DOT	Federal Motor Carrier Safety Administration main website—fmcsa.dot.gov	57
DOL	Disability—Disability.gov	56
VA	VA main website—va.gov	56

TOP GAINERS

Anytime a federal government department, agency or program website shows significant improvement in satisfaction (three points or more), it should be noted as a success, as it is sometimes difficult to keep pace with ever-changing citizen expectations. These organizations are definitely doing something right. Other organizations, whether in the same category or not, should take note of how they are achieving this success.

Figure 3 shows the websites that demonstrated significant increases in citizen satisfaction since the last quarter.

FIGURE 3

E-Gov Top Gainers (Quarter-to-Quarter)		
Department	**Website**	**Satisfaction Gain**
Treasury	IRS main website—irs.gov	15
DHS	U.S. Citizenship and Immigration Services—uscis.gov/e-verify	5
DOE	U.S. Department of Education—ed.gov	5
DOC	BEA main website—bea.gov	4
Treasury	Making Home Affordable—makinghomeaffordable.gov	4
HHS	NIH - Senior Health—nihseniorhealth.gov	4
DOD	TRICARE—tricare.mil	4

SATISFACTION BY WEBSITE FUNCTIONAL CATEGORY

In this report, federal government websites are organized by both functional category and organizational structure to allow for benchmarking against peers. The functional website categories include: e-commerce and transactional, news and information, portals and department main websites, and career and recruitment.

Since missions can vary greatly by category, it is useful to benchmark government websites against other sites in the same category, in addition to comparing scores against the overall aggregate average. To provide the most accurate and precise data, the ForeSee standard requires that a category consist of at least five websites before an average is calculated. Because the career and recruitment category consists only of three websites, an average isn't calculated for it.

Federal E-Commerce and Transactional Websites

FIGURE 4

	Q4 2014	Q3 2014	Q2 2014	Q1 2014
Aggregate Satisfaction Score (100-point scale)	79	80	79	78

Federal E-Commerce and Transactional Websites		
Department	**Website**	**Satisfaction**
SSA	Extra Help with Medicare Prescription Drug Plan Costs—socialsecurity.gov/i1020	90
SSA	SSA Retirement Estimator—ssa.gov/estimator	89
SSA	Social Security Business Services Online—ssa.gov/bso/bsowelcome.htm	88
SSA	SSA - my Social Security	88
SSA	SSA iClaim—socialsecurity.gov/applyonline	88
HHS	SAMHSA Store—store.samhsa.gov	82
SSA	Social Security Internet Disability Report—ssa.gov/applyfordisability	82
PBGC	MyPAA—https://egov.pbgc.gov/mypaa	80
PBGC	MyPBA—https://egov.pbgc.gov/mypba	75
USDA	Recreation One-Stop—recreation.gov	75
SSA	SSA iAppeals - Disability Appeal—ssa.gov	75
FTC	FTC Complaint Assistant website—ftccomplaintassistant.gov	72
Treasury	U.S. Mint Online Catalog and main website—usmint.gov	70
GSA	GSA Auctions—gsaauctions.gov	68
Treasury	TreasuryDirect—treasurydirect.gov	60

FORESEE by Answers

Federal News and Information Websites

FIGURE 5

	Q4 2014	Q3 2014	Q2 2014	Q1 2014
Aggregate Satisfaction Score (100-point scale)	75	75	75	75

Federal News and Information Websites

Department	Website	Satisfaction
HHS	NIH - Senior Health—nihseniorhealth.gov	88
HHS	MedlinePlus—medlineplus.gov	87
HHS	MedlinePlus en español—medlineplus.gov/esp	87
Boards, Commissions, and Committees	American Battle Monuments Commission—abmc.gov	85
NIH	Alzheimer's Disease Education and Referral Center—nia.nih.gov/alzheimers	83
HHS	National Cancer Institute Site en Español— cancer.gov/espanol	83
NIH	National Institute on Aging - Go4Life—go4life.nia.nih.gov/	83
SEC	U.S. Securities and Exchange Commission—investor.gov	83
DOD	DoD Navy—navy.mil	82
FTC	FTC OnGuardOnline—onguardonline.gov	82
DOC	National Geodetic Survey, National Oceanic and Atmospheric Administration website—ngs.noaa.gov	82
DHS	U.S. Citizenship and Immigration Services Resource Center—uscis.gov/portal/site/uscis/citizenship	82
DOD	DoD Air Force—af.mil	81
HHS	NIDDK—www2.niddk.nih.gov	81
HHS	National Women's Health Information Center (NWHIC) main website—womenshealth.gov	80
DOJ	National Institute of Justice—nij.gov	79
HHS	HHS Healthy People—Healthypeople.gov	78
HHS	Agency for Healthcare Research and Quality—ahrq.gov	77
DOS	Department of State blog website—blogs.state.gov	77
DOJ	Office of Justice Programs—crimesolutions.gov	77
DOI	U.S. Geological Survey—usgs.gov	77
DOL	Bureau of Labor Statistics—bls.gov	76
DOT	Federal Aviation Administration—faa.gov	76
DOD	DoD Marines—marines.mil	75
Treasury	Making Home Affordable—makinghomeaffordable.gov	75
HHS	National Institute of Allergy and Infectious Diseases—www3.niaid.nih.gov	75
DOJ	Office of Juvenile Justice and Delinquency Prevention—ojjdp.gov	75
NRC	U.S. Nuclear Regulatory Commission website—nrc.gov	75

Federal News and Information Websites *(continued from page 14)*

Department	Website	Satisfaction
DOS	Bureau of Consular Affairs—travel.state.gov	74
USDA	ERS main website—ers.usda.gov	73
HHS	Health Resources and Services Administration main website—hrsa.gov	73
HHS	HHS National Health Information Center—Healthfinder.gov	73
DHS	U.S. Citizenship and Immigration Services—uscis.gov/e-verify	73
DOT	U.S. Department of Transportation—fhwa.dot.gov	73
DOJ	National Criminal Justice Reference Service—ncjrs.gov	71
SEC	U.S. Securities and Exchange Commission—sec.gov	71
FDIC	FDIC Applications—www2.fdic.gov	70
USDA	FSIS main website—fsis.usda.gov	70
Treasury	USTTB website—ttb.gov	70
DOC	BEA main website—bea.gov	69
DOT	DOT Research and Innovative Technology Administration website—rita.dot.gov	69
DOC	U.S. Census Bureau main website—census.gov	68
USDA	NRCS website—nrcs.usda.gov	67
DOJ	Office of Justice Programs—ojp.gov	66
USDA	Forest Service main website—fs.usda.gov	64
DOJ	Bureau of Justice Statistics—bjs.gov	63
DOD	TRICARE—tricare.mil	61
HHS	HHS—grants.gov	60
DOT	Federal Motor Carrier Safety Administration main website—fmcsa.dot.gov	57

FORESEE by Answers

Federal Portals and Department Main Websites

FIGURE 6

	Q4 2014	Q3 2014	Q2 2014	Q1 2014
Aggregate Satisfaction Score (100-point scale)	73	72	72	72

Federal Portals and Department Main Websites

Department	Website	Satisfaction
DHS	U.S. Citizenship and Immigration Services Español—uscis.gov/portal/site/uscis-es	87
HHS	NIAMS public website—niams.nih.gov	84
HHS	CDC main website—cdc.gov	83
HHS	National Cancer Institute main website—cancer.gov	82
HHS	National Library of Medicine Genetics Home Reference website—ghr.nlm.nih.gov/	82
DOI	National Park Service main website—nps.gov	81
NASA	NASA main website—nasa.gov	80
DOJ	FBI main website—fbi.gov	79
HHS	National Institute of Dental and Craniofacial Research—nidcr.nih.gov	78
HHS	U.S. Food and Drug Administration main website—fda.gov	78
HHS	National Library of Medicine main website—nlm.nih.gov	77
PBGC	U.S. PBGC main website—pbgc.gov	77
SBA	SBA main website—sba.gov	75
SSA	Social Security Online main website—socialsecurity.gov	75
DOD	Department of Defense portal—defense.gov	74
GAO	GAO main public website—gao.gov	74
NIST	National Institute for Standards and Technology main website—nist.gov	74
FTC	FTC main website—ftc.gov	73
FDIC	FDIC main website—fdic.gov	72
Treasury	IRS main website—irs.gov	72
DOS	Department of State main website—state.gov	71
DHS	U.S. Citizenship and Immigration Services—uscis.gov/portal/site/uscis	71
GSA	GSA main website—gsa.gov	70
ITC	U.S. International Trade Commission main website—usitc.gov	70
HHS	SAMHSA website—samhsa.gov	68
DOE	U.S. Department of Education—ed.gov	68
EPA	U.S. Environmental Protection Agency—epa.gov	68
NARA	NARA main public website—archives.gov	67
DOC	U.S. Patent and Trade Office—uspto.gov	66

Federal Portals and Department Main Websites *(continued from page 16)*

Department	Website	Satisfaction
DOT	Federal Railroad Administration main website—fra.dot.gov	65
Treasury	Treasury main website—treasury.gov	64
DOL	Disability—Disability.gov	56
VA	VA main website—va.gov	56

FORESEE by Answers

Federal Career and Recruitment Websites

To provide the most accurate and precise data, the ForeSee standard requires that a category consist of at least five websites before an average is calculated. Because this category consists only of three websites, an average isn't calculated.

FIGURE 7

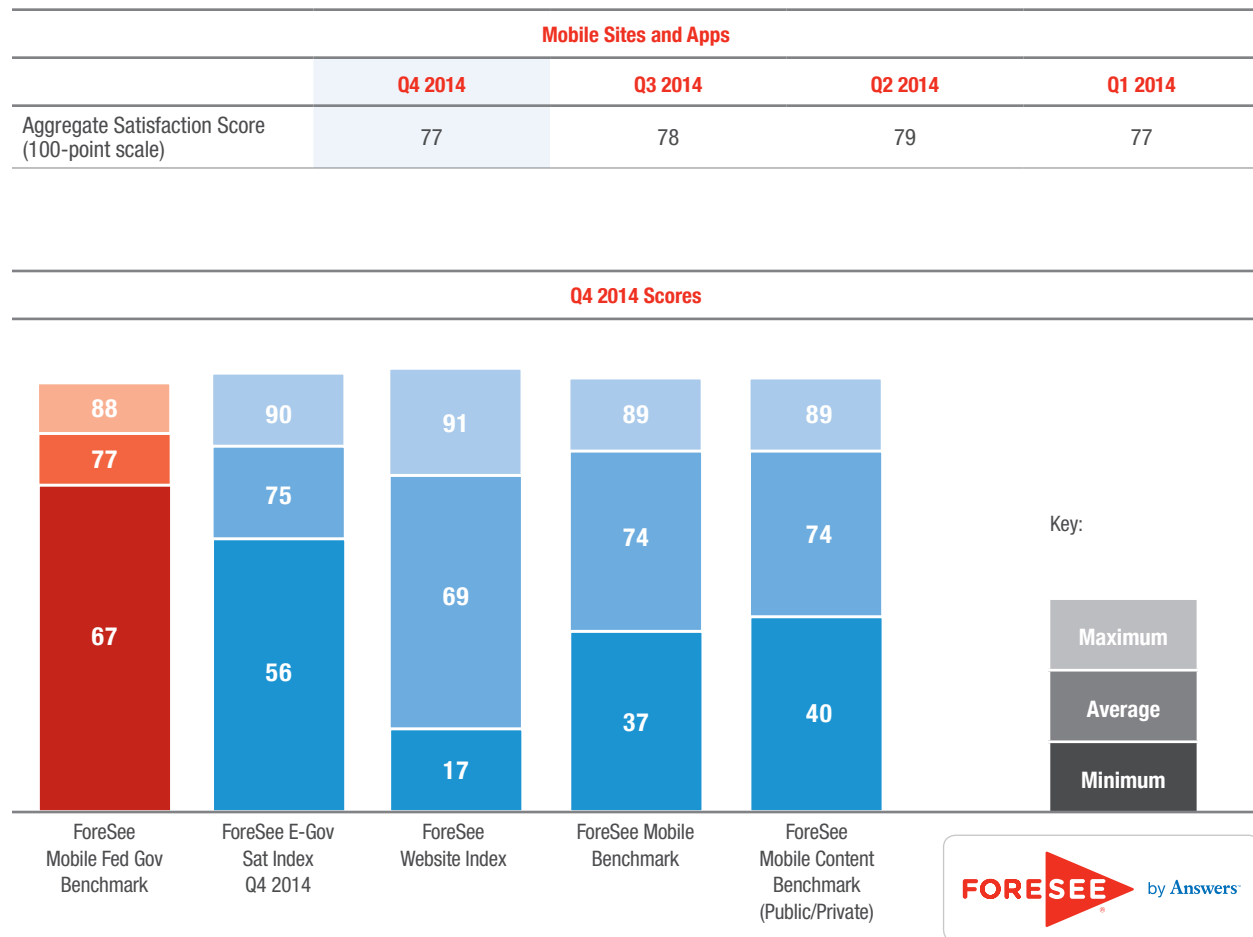| Federal Career and Recruitment Websites		
Department	**Website**	**Satisfaction**
CIA	Recruitment website—cia.gov/careers	84
DOS	Recruitment website—careers.state.gov	79
OPM	Recruitment website—usajobs.gov	74

FORESEE by Answers

SATISFACTION WITH MOBILE SITES AND APPS

With more and more citizens wanting to gain information using mobile devices to access the government's digital channels, the federal government and ForeSee launched the Mobile Federal Government Benchmark in the fourth quarter of 2013.

Figure 8 shows the average aggregate Satisfaction score for the government's mobile sites and apps for the last 12 months, as well as how the scores from this relatively new index compare with scores from other indexes.

FIGURE 8

	Mobile Sites and Apps			
	Q4 2014	**Q3 2014**	**Q2 2014**	**Q1 2014**
Aggregate Satisfaction Score (100-point scale)	77	78	79	77

Q4 2014 Scores

ForeSee Mobile Fed Gov Benchmark	ForeSee E-Gov Sat Index Q4 2014	ForeSee Website Index	ForeSee Mobile Benchmark	ForeSee Mobile Content Benchmark (Public/Private)
Maximum: 88	90	91	89	89
Average: 77	75	69	74	74
Minimum: 67	56	17	37	40

Key:
- Maximum
- Average
- Minimum

WHY SATISFACTION MATTERS

When the ForeSee customer experience measurement methodology is used, satisfaction has been shown to have a direct impact on behavior. Every quarter, this Index compares highly satisfied visitors and users (with Satisfaction scores of 80 or higher) to less-satisfied website visitors and mobile users (with Satisfaction scores of 69 or lower) and calculates likelihood scores that indicate actions citizens may take in the future.

For example, Figure 9 shows the range of Satisfaction this quarter for each measured future behavior. Here, a "Future Participation" likelihood score of 51% indicates that a highly satisfied website visitor is 51% more likely than a less-satisfied visitor to participate with the government.

FIGURE 9

Why Satisfaction Matters: Websites			
	Highly Satisfied Citizens (80+)	**Dissatisfied Citizens (< 70)**	**Likelihood Scores**	**The Impact of Higher Website Satisfaction**
Future Participation	68	45	51%	Citizens are more likely to participate with and express their thoughts to their government, which strengthens the democratic process and may provide useful feedback.
Return to Site	97	63	54%	Government departments and agencies have an ongoing channel to provide information and services to citizens efficiently and relatively inexpensively.
Recommend Site	96	48	99%	Use of government websites will grow as citizens recommend them to their friends, family and colleagues.
Use Site as Primary Resource	93	51	83%	Cost-savings for departments and agencies can result as citizens are right-channeled to web; citizens get information from a credible government source, rather than another online/ offline source (in cases where options exist, e.g., health-related information).
Trust	89	49	80%	Citizens believe the agency is trustworthy and acting in their best interests, which fosters faith in the democratic process.

Why Satisfaction Matters: Mobile Sites and Apps			
	Highly Satisfied Citizens (80+)	**Dissatisfied Citizens (<70)**	**Likelihood Scores**	**The Impact of Higher Mobile Sites and Apps Satisfaction**
Recommend Site or App	95	44	118%	Citizens are more likely to participate with and express their thoughts to their government, which strengthens the democratic process and may provide useful feedback.
Return to Site or App	96	52	85%	Government departments and agencies have an ongoing channel to provide information and services to citizens efficiently and relatively inexpensively.

FORESEE by Answers

If federal government agencies focus on improving the priority areas for their websites and mobile sites and apps, citizen satisfaction should also improve.

ForeSee also helps the government measure a number of elements, or drivers, of satisfaction. Although there are variations in the set of elements that are relevant to each website (and fewer in general for mobile), the most common elements for websites are: Navigation, Search, Functionality, Online Transparency, Look and Feel, Site Performance and Content.

By measuring these elements, federal organizations can pinpoint and prioritize areas of improvement from the citizens' perspective, which leads to increased satisfaction. Figure 10 shows the priority elements identified in the most recent Index.

FIGURE 10

Common Elements of the Website Experience		
Element	**What It Measures**	**Priority for Improvement**
Navigation	The organization of the site and options for navigation.	Priority 1 = Top Priority
Search	The relevance, organization and quality of search results available on the site. (Although this element is not applicable universally, it is often extremely impactful for sites where it is relevant.)	Priority 2
Functionality	The usefulness, convenience and variety of online features and tools available on the website.	Priority 2
Online Transparency	How thoroughly, quickly and accessibly the website discloses information about what the agency is doing.	Priority 3
Look and Feel	The visual appeal of the site and its consistency throughout the site.	Priority 3
Site Performance	The speed, consistency and reliability of loading pages on the website.	Priority 3
Content	The accuracy, quality and freshness of news, information and content on the website.	Priority 3

Common Elements of the Mobile Site or App Experience		
Element	**What It Measures**	**Priority for Improvement**
Navigation	The organization of the site and options for navigation.	Priority 1 = Top Priority
Look and Feel	The visual appeal of the site and its consistency throughout the mobile site.	Priority 2
Site Information	The accuracy, quality and freshness of news, information and content on the mobile site.	Priority 2
Functionality	The usefulness, convenience and variety of online features and tools available on the mobile site.	Priority 3
Site Performance	The speed, consistency and reliability of loading pages on the mobile site.	Priority 3

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WHY GOVERNMENT AGENCIES RELY ON FORESEE

Today, there are more ways than ever for the public sector to interact with citizens. In particular, websites—and more recently, mobile sites and apps—are helping federal departments and agencies and state and local governments increase transparency and deliver information and services more cost-effectively. But with constantly evolving citizen expectations, it's difficult to know where to invest often-limited resources to create a better citizen experience and a more effective government.

ForeSee's predictive customer experience analytics help leaders understand citizen satisfaction, from the citizen perspective; quantify the impact each element of the experience has on satisfaction and future behaviors; and understand where to focus resources for the best return.

ABOUT THE AUTHOR

Dave Lewan is responsible for managing the organization focused on the public sector, including federal and state government departments and agencies, non-profit organizations, associations and higher education institutions. He is charged with defining strategy and leveraging internal resources to initiate new business opportunities while delivering to existing ForeSee public sector clients. Dave is also responsible for ForeSee's Canadian business and cxMeasure for Stores in the private sector. Over the past 25 years, Dave has led organizations in a number of different areas including sales, marketing, product management, operations and technology. Prior to joining ForeSee in 2009, Dave held leadership roles at ADP, SalesLogix, Ultimate Software and Ceridian. Dave graduated from the University of Minnesota with a degree in speech communications.

ABOUT FORESEE

ForeSee, an Answers solution, continuously measures satisfaction with the customer experience across customer touch points and delivers critical insights on where to prioritize improvements for maximum impact. Because ForeSee's superior technology and proven methodology connect the customer experience to the bottom line, executives and agency managers are able to drive future success by confidently optimizing the efforts that will achieve organizational and mission objectives. The result is better efficiencies for organizations and a better experience for constituents. Visit www.answers.com/foresee for customer experience solutions.